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THE Australian Institute of Sport Strategic Plan 1988-90 indicates the likely further development of Institute programs over the next three years from 1 January 1988. It also reflects the Government’s intentions to rationalise Commonwealth sports policy, administration and funding of programs for elite athletes, and the effects of the merger of the administrations of the Australian Sports Commission and Australian Institute of Sport.

The Australian Institute of Sport is a unique institution which has specific statutory responsibility for assisting high performance athletes, coaches and technical officials to achieve excellence.

Since its establishment the Institute has pursued its founding objective to provide specialist coaching and training facilities to assist elite athletes to achieve excellence in sport and opportunities for them to complement their career and education. The Institute’s statutory objectives are:

1. to provide resources, services and facilities to enable Australians to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development;

2. to improve the sporting abilities of Australians generally through the improvement of the standard of high level sports coaching; and

3. to foster co-operation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport.

Over the past seven years the Institute has grown rapidly. This growth is reflected not only in the facilities but in the concomitant growth of residential and decentralised programs and the numbers of athletes and coaching, sports science and sports medicine staff.

The strategic plan reflects a desire to consolidate and enhance the Institute's achievements and to devise strategies for continued structured growth within the bounds of current economic constraints.

The Institute's objectives and strategies reflect the Government's intentions to rationalise sports policy, administration and funding. However, the need to continue the factors which contribute to the Institute's success is recognised.

These factors are:

1. the recruitment of the best athletes and sports science and sports medicine staff;

2. the availability of adequate facilities and resources;

3. a close cooperative working relationship with the Institute's partners in sport (Australian Sports Commission, Department of the Arts, Sport, the Environment, Tourism and Territories, State Governments/Institutes, national sporting bodies);

4. proper targeting of resources; and

5. tight and effective management.

In addition the Institute will concentrate on the following specific areas over the next three years:

1. evaluate current sports programs with the aim of upgrading assistance to a number of sports within the Institute's total clientèle including sports for the disabled;

2. develop programs for assistance to elite athletes which will successfully integrate the scholarships schemes currently administered by the Institute and the Sports Talent Encouragement Plan currently administered by the Australian Sports Commission;

3. develop agreements with national organisations which may include progressive variations in funding arrangements for all the sports, having particular regard to continuing assessment of international performance and potential for further improvements;

4. maximise non-government revenues, including "self-help" and joint sponsorship
arrangements with national sporting organisations;

5 achieve a cohesive network of training institutions, including regional and State centres and centres of excellence for elite sportspersons, avoiding duplication, fragmentation and unnecessary costs;

6 implement an elite coaching development program to identify talent and encourage excellence in performance;

7 cultivate international co-operation through exchange programs; and

8 enhance the opportunities for athletes to gain educational, vocational and other personal skills.

The Institute intends to commence discussions with each participating sport in order to develop 'packages' of training assistance, and funding for competition requirements, for its elite and potentially elite athletes. Each package will be carefully negotiated and structured to meet both the Institute's and the sports' needs.

The strategies outlined in the plan were developed after wide consultation and discussions with Institute staff, sports coaches and administrators and others involved in sport throughout the country. The implementation of the plan will ensure not only the enhancement of the Institute's achievements to date but, more importantly, it will provide a structure to ensure that all elite and potentially elite athletes receive the support necessary to achieve excellence.
AIS • BACKGROUND & HISTORY

This strategic plan was prepared in pursuance of section 12 of the Australian Institute of Sport Act 1986. It translates the objectives of the Act into strategic goals. The plan endeavours to define how far the Australian Institute of Sport has progressed and where it is heading over the next three years.

Based on the strategic plan, an annual operational plan will be developed which takes into account financial and staffing resources available. The operational plan will address the strategic goals in terms of financial and human resources, and will monitor and evaluate achievements.

The Australian Institute of Sport evolved because elite athletes were not receiving sufficient opportunities in Australia to allow them to compete favourably with athletes overseas. In other countries, particularly in Europe and North America, the amateur approach to sport so evident in the 1950s had been transformed in the 1960s and 1970s to full time effort and professionalism. In the mid 1970s Australia was badly lagging behind and athletes were not obtaining proper access to support services. Existing programs for high performance athletes were either lacking or unco-ordinated, and there were insufficient educational opportunities available for those who were in full-time training. Athletes were being asked to choose between their sport or their education. Often the response was to leave Australia and seek opportunities overseas. These opportunities were not always beneficial to the athletes' own sporting careers nor to Australian sport.

In February 1973 the then Minister for Tourism and Recreation commissioned Professor John Bloomfield to examine the role of the Federal Government in providing for recreation in Australia. Professor Bloomfield's report, entitled "The Role, Scope and Development of Recreation in Australia", was published in May 1973. The report made a number of policy recommendations in the broad areas of recreation, sport, fitness, training and research and included the recommendation that the Australian Government establish a National Institute of Sport and Recreation.

A number of the issues raised in Professor Bloomfield's report were acted on by the Government as new policies for sport and recreation were developed and implemented. In September 1974 the then Minister appointed a Study Group chaired by Dr Allan Coles to report on the feasibility of establishing a national sports institute in Australia. At the time of this request Federal Government assistance to sport was limited to providing financial support to national sporting organisations for:

5.1 attendance of athletes at national championships and international events;
5.2 the conduct of championships;
5.3 bringing international athletes and coaches to Australia; and
5.4 improving national administration and coaching programs.

6. The Report of the Australian Sports Institute Study Group recommended establishing an Institute of Sport and suggested that the primary function of that institute should be to service sport and to act as a focal point for sports science, national coaching schemes, international sports relations and sport information. Specific functions envisaged included:

6.1 the training of coaches, athletes, sports administrators, technicians, referees and sports medicine personnel;
6.2 the conduct of research;
6.3 the provision of documentation, information, translation and publication services;
6.4 the provision of accommodation for sporting organisations;
6.5 the establishment of a sports museum; and
6.6 the promotion of community fitness.

While the Report, which was completed in November 1975, was never formally adopted, many of its recommendations have since been implemented by various government agencies at Commonwealth and/or State level.
The Report highlighted those elements which are considered necessary for individuals or teams to be successful at the international level. These have been confirmed with national sporting organisations, coaches and athletes. They are:

8.1 International standard sports facilities, for training and competition;
8.2 International standard competition, in Australia and overseas;
8.3 Coaching by qualified and experienced coaches;
8.4 Financial assistance to meet the costs associated with training and competition;
8.5 Sports science/medicine services;
8.6 Availability of information on sport;
8.7 Security of tenure in employment; and
8.8 Superior professional administration of sporting organisations and services.

Prior to 1980 some of these elements were available to athletes in Australia’s major centres, but there was little effort to coordinate them for the benefit of individual athletes. This was not the function of the national sporting organisations, nor was it within their administrative capacities and financial resources to provide this. A new initiative was required and a sports institute program was developed to bring these elements together.

Overseas experience indicates that successful institutes were in locations where training facilities, medical and scientific support services, residential accommodation and recreational areas were provided in close proximity to each other and managed as an integrated unit. This is the case with the university system in the United States and sports schools and institutes in Europe. This was the broad model adopted for the Australian Institute of Sport.

The Australian Institute of Sport was opened in Canberra in January 1981 with the broad aims of providing specialist coaching and training facilities for elite athletes and opportunities for them to complement their career and education. A public company limited by guarantee was incorporated under the ACT Companies Ordinance to manage and operate the Institute with the primary objectives being:

11.1 To promote, provide, encourage and develop opportunities for Australians to pursue and achieve excellence in sport and activities associated with sport; and

11.2 to arrange or provide for the pursuit of the above objective so that Australians, particularly young Australians, are able to further their training or careers in sport in conjunction with or as part of their education or work.

Fundamentally these objectives have remained unchanged and the Australian Institute of Sport, following its establishment as a statutory authority from 1 January 1987 under the Australian Institute of Sport Act 1986, still has as its primary objective to provide resources, services and facilities to enable Australians to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development.

Over the past seven years the Institute has developed three major programs for elite athletes, which together have been structured to try to get the ‘best fit’ between achieving the above objectives and the needs of individual athletes and sports. They are:

13.1 A residential program based in Canberra which provides sporting and vocational components;
13.2 A residential program located in a number of States providing sporting and vocational components as provided in Canberra, and maximising facilities and resources available in the States;
13.3 The National Sports Program which provides a range of benefits for non-residential athletes.

Other programs, such as the visiting athlete scheme, allow the Institute to provide some assistance to elite athletes throughout Australia who are unable to join the residential program.

Taking into consideration the fact that the Institute provides a full range of support (eg. sports science, sports medicine, sports information network, counselling and educational assistance) it is not surprising to find that the quality of these services is recognised nationally and internationally and that the demand on available resources continues to grow. Sports are constantly being assessed for increased assistance and more and more high performance athletes and coaches are wanting to avail themselves of the services. The constant pressure placed on the Institute to capitalise on its success by expanding its services and extending its programs to enhance assistance to more sports is compounded by the application of financial constraints. Therefore it is necessary to reassess progress made to date and assess future priorities and directions. It is the purpose of this strategic plan to address these matters.
AIS • ACHIEVEMENTS

The Institute has had considerable success since it commenced operation in January 1981. The early years centred on infrastructure development, recruitment of high calibre professional staff, consolidating relationships with national sporting organisations, and educating the community at large to the benefits of providing full-time training opportunities for elite athletes.

16 The planning and construction of an extensive range of sports training facilities in Canberra since 1981 was due to a combination of strong Government support, the high level of professional competence of Institute staff and the significant ongoing efforts of the National Capital Development Commission. The general quality of the facilities and the ambience of the environment at the Institute in Canberra are a credit to a host of planners, architects, building construction workers, coaches and administrators who were involved in the various facets of its early development. While the facilities were primarily constructed for the original eight sports, they now serve a far greater number of sports which are an integral part of the Institute under the National Sports Program (formerly the National Training Centre Program) begun in 1982. The facilities are now used by over fifty national sporting organisations. They are the venues for major events including the World Cup in Athletics in 1985, and are extensively used by the community.

17 The Institute provides opportunities for professionals in the areas of coaching, sports science, sports medicine, information services, business relations, marketing and sports administration to work full-time to enhance Australia's sporting performances. Prior to the Institute's establishment there were only a few sports which could employ full-time coaches. In 1987 the Institute had over fifty full-time coaches who worked with the fifteen residential sports. The contributions of these coaches to the enhancement of sport as a whole is immeasurable.

18 Prior to 1981 there was no suitable environment for effective training of national teams. The Institute has overcome this by developing a program which provides that environment. The success of the National Sports Program is testimony to this. The Australian Olympic Federation and the bulk of national sporting organisations seek opportunities for their teams and athletes to spend as much preparation time as possible at the Institute prior to international competition.

19 The Institute established a significant presence in Brisbane, Perth and Adelaide through co-operation with State/Local Governments and State institutes of sport or their equivalents. It also developed smaller units in Melbourne (weightlifting and table tennis) and Sydney (rhythmic gymnastics) in co-operation with the Victorian Government and the Hawthorn Leisure Centre in the first instance, and the State Sports Centre in the latter. The development of these programs gives the Institute a truly national profile.

20 The Information Centre at the Institute has made significant progress since its fledgling days and is now recognised as the national centre for written and audio-visual sports information throughout Australia.

21 As well as the residential program covering fifteen sports in Canberra, Perth, Brisbane and Adelaide, the ANZ National Sports Program and the visiting athlete program, which combined caters for over 3000 athletes, the Institute conducts:

21.1 a visiting coach program;

21.2 a coaching development program, where coaches around Australia have links to the Institute; and

21.3 a developing international exchange program which has involved contact with China, USA, USSR, Hong Kong, New Zealand, Great Britain, the German Democratic Republic, Canada, the Netherlands, France, Hungary, Czechoslovakia and others.

22 Sports science and sports medicine are now developed to the stage where the Institute's centre for sports science and sports medicine has an excellent international reputation. The Centre's contribution to elite sport in Australia is through the following:

22.1 dissemination of applied research findings;

22.2 visiting fellows from within Australia and overseas;

22.3 providing services to Olympic and national teams;

22.4 arranging educational opportunities for students and practitioners; and

22.5 providing leadership in a range of areas.

23 The facilities, personnel, services and programs, particularly the centralised residential program, have enabled the Institute to work effectively towards achieving its major
STRATEGIC PLAN

aim: to enhance athlete performance. All sports within the Institute's residential program have made significant progress, and there are many notable achievements with which the Institute has been associated. While the international success of any individual athlete or team can be said to be the result of a variety of contributing factors, the Institute has played an important role in enhancing the performance of many Australian athletes in international competition. Recent examples include the following:

23.1 a gold medal in the World Cup Hockey for Men (1989);

23.2 gold medals by the Men's Rowing Eight in the World Championships (1986) and Commonwealth Games (1986);


23.4 improved success in international tennis, with Australian Institute of Sport players winning the Wimbledon Boys Doubles Final (1987);

23.5 victory by the Australian netball team in the World Championships;

23.6 successes at Commonwealth Games by our divers, weightlifters, and track and field athletes;

23.7 gold medals by two of our Weightlifters in Commonwealth Championships (1987);

23.8 victory in the 1986 World Junior Teams Squash Championships; and

23.9 the recording of world best times over four different distances by our leading woman race-walker.

When the list of Institute athletes who have achieved a place in the first eight in the world in their sport is added to the number of those who won medals in major competitions, the extent to which the Institute is achieving excellence becomes even more apparent.

In addition to its contribution to sporting excellence the Institute can name many athletes who have achieved outstanding academic results or who have gained vocational skills while on scholarship. Whether residential or visiting, athletes who pass through the Institute's programs experience a 'package' of sport assistance unique in Australia and fast gaining recognition around the world.
DEVELOPMENT OF THE STRATEGIC PLAN

DURING 1986 it became clear that pressures on the Institute to assist sports and individuals were growing at a faster rate than resources. All areas of the organisation were over-taxed and there were few guidelines to assist with the determination of priorities.

27 Initiatives of recent years such as the Australian Sports Commission, State institutes of sport and funding increases to sport also demanded that the Institute clarify its own role in relation to other organisations.

28 Set in the context of the national drive for reductions in budget deficits, reduced Government outlays in many areas, the levelling out of financial and staffing resources available to the Institute and the increasing emphasis on revenue targets, it became obvious that long-term planning and determination of priorities required detailed consideration.

29 Taking into account all these matters, the Board determined that a series of reviews be initiated as the prelude to developing a strategic plan. Quite apart from the legislative requirement to develop such a plan it was logical after more than five years of rapid growth that the Institute reassess achievements and evaluate existing program performance.

30 The Board established three review subcommittees in the areas of sports, sports science/sports medicine and management. Those subcommittees then carried out consultation over a period of some months with Institute staff, national sporting organisations, State government representatives and members of other relevant organisations. Subcommittees worked within guidelines summarised below:

30.1 the need to concentrate program priorities on developing high performance sportspersons and coaches capable of involvement in major international sports competitions;

30.2 recognition of pressures for increased standards of international performance requiring continuing assessment of all programs with respect to achievements, and the setting of new goals and revision of programs where appropriate;

30.3 expected continuing constraints on financial and staffing resources and related pressures for improved efficiency/productivity;

30.4 the need to increase revenues to supplement Australian Government funding to allow the Institute to expand its activities;

30.5 the need for Institute programs to complement activities of other Federal and State sporting bodies in the high performance area; and

30.6 the effects of appropriate utilisation of technology on Institute programs.

The specific briefs which each committee was asked to address are outlined at Attachment A.

31 In addition to the detailed consultations mentioned above each subcommittee received written and/or verbal submissions and members of the Sports Subcommittee met with representatives of national sporting organisations in order to discuss the nature of their involvement in present and future Institute programs. This interchange of views was important in structuring the final recommendations. The recommendations from each of the subcommittees were discussed at a meeting of the subcommittees and by the Executive Committee of the Board. The outcome of all these deliberations was presented to the Board and formed the basis of the strategic plan.

32 The strategic plan also reflects the Government's desire to rationalise Commonwealth sports policy, administration and funding. For example, the Government has merged all Commonwealth programs dealing with elite athletes and placed them under the responsibility of the Institute. Likewise some activities currently undertaken by the Institute will be merged with Australian Sports Commission programs.

33 In developing the strategic plan both the strengths and the limitations of the Institute are addressed as is the Institute's key role in providing a rounded program concerned not only with athletic performance, but also with total athlete welfare. The Institute is fortunate to have objectives and functions enshrined in an Act of Parliament and to have
such a high quality of human and physical resources at its disposal. The very good relationships with national sporting organisations, the strong commitment to the Institute from successive Australian Governments and the many sponsors and supporters and the research and data collection capacity and potential of the Institute are some of its strengths.

PHILOSOPHY

RELATIONSHIPS WITH NATIONAL SPORTING ORGANISATIONS

The objectives of the Institute primarily relate to the pursuit and achievement of excellence by athletes and coaches. As such the Institute needs to explore the most effective means of achieving excellence in co-operation with State institutes of sport, national sporting organisations and other agencies. In so doing, the key to developing approaches to individual sports is flexibility, no two sports are the same. Variations between team and individual sports require the development of approaches which suit the particular needs of each sport.

In terms of judging excellence, particularly the extent to which Institute programs assist athletes in achieving excellence and realising that international performance remains the major criterion, it is important to understand that the Institute is only one of the factors contributing to the achievement of excellence. The Institute is also dependent on the efficiency of national sporting organisations which are responsible for the administration of their sport.

The intensity and efficiency of programs operating in other countries, especially those in Eastern Europe, mean that the Institute and national sporting organisations can never become complacent about ad hoc success. Performance can only improve as long as excellence exists in all areas of the Australian Institute of Sport: coaching, facilities, science/medicine and administration. Lack of commitment or lack of expertise in any one area will have deleterious results for the organisation as a whole.

The Institute therefore cannot function in isolation from national sporting organisations or other agencies at the State or Federal level working with elite and developing athletes.

Programs at the Institute need to be an extension of the programs of national sporting organisations, to co-ordinate with the sports' developmental plans and to be fully endorsed by the national sporting organisations. Selection of coaches and athletes and program structuring are all areas where the national sporting organisation should take an active interest. In its future relationships with national sporting organisations the Institute will encourage them to financially support Institute programs for their sport.

The Institute will develop firm agreements for the post-1988 (Seoul) Olympics period with national sporting organisations. Each agreement will cover the basis of operation of the particular program and will clarify respective roles and responsibilities. In Australia the responsibility for development and management of sport and international representation rests with national bodies — the Australian Olympic Federation, the Australian Commonwealth Games Association, The Australian University Sports Association and the national sporting organisations — as the recognised members of International federations. The Institute can only meet its challenge to enhance performance by working with these organisations in a mutually co-operative environment. This will ensure the best possible use of available resources.

The agreements with national sporting organisations will reflect this need for co-operation and will include a set of mutually agreed criteria which will cover:

40.1 the relationship between the Institute and national sporting organisations and their respective responsibilities;

40.2 access to Institute resources;

40.3 viability and components of future programs;

40.4 availability of financial support;

40.5 staffing and resource requirements;

40.6 program components;

40.7 scholarship requirements; and

40.8 national and international competition requirements.

These discussions with organisations will take some time and will incorporate a review of the sports presently within the Institute program. The final outcome of the discussions will be reflected in the programs to be operated from 1 January 1989 for a four year period, but in the meantime changes will be made progressively to the development of an agreement negotiated with each sport which takes into account the particular needs of the sport concerned.
RELATIONSHIPS WITH OTHER SPORTING AGENCIES

In addition to national sporting organisations there are various agencies at the Federal and State levels having input into sports development.

The Government's rationalisation of Commonwealth sports programs will now reduce the potential for duplication and should ensure that closer consultation occurs on all matters relating to the development of programs for elite athletes and coaches. Legislation is planned which will combine the current statutes of the Institute and the Australian Sports Commission. It will, however, provide for the continuation of an Australian Institute of Sport with specific and full responsibility for all programs for elite level sport.

There will continue to be a need for close co-ordination of the various coaching initiatives with the Australian Coaching Council. Budgetary proposals and such matters as international exchanges require consultation with the Department of the Arts, Sport, the Environment, Tourism and Territories. The Institute's long-term planning and development will be closely aligned with approved plans for these organisations.

Developments at the State level will vary and the Institute needs flexibility in dealing with the particular circumstances. It is generally more beneficial to work on a bi-lateral basis with States, reacting to developments as they occur, rather than expecting consistency in approach from State to State. Development of State institutes, Academies of Sport, partnership arrangements and other centres of excellence all have a place in assisting high performance athletes. The Institute can co-operate with such developments within the bounds of financial constraints and overall priorities. Flexibility of programs and co-operation with the States is essential if sporting excellence is to be achieved.

THE DEVELOPMENT OF ATHLETIC EXCELLENCE

Under its legislation the Institute charter covers the recognition and development of 'persons who excel or have the potential to excel'. As such, athletes involved in Institute programs include senior elite and junior elite with the common thread of having represented, or having the potential to represent, Australia.

Sports programs with a primarily developmental role are also a key component in the preparation of senior national athletes and squads. At the developmental level national sporting organisations need to take the major responsibility for providing competition opportunities overseas. This is a matter that requires formalisation in agreements with Federations.

Major events such as World Championships, Olympic Games, University Games and Commonwealth Games need to be the focal point of Institute activities. The Institute, fairly or unfairly, will be judged on the level of success at such events and all programs need to take this into account.

DEVELOPMENT OF SOCIAL EDUCATIONAL/VOCATIONAL SKILLS

Sports success should not be pursued in a social vacuum. Athletes need to be challenged to achieve, both on and off the sporting field, and encouraged to look beyond their limited years of high level competition. Study and work opportunities are vital for long-term career prospects and as a diversion from full-time training. Athletes will not necessarily be able to hold full-time positions or maintain full-time study loads, but the present Institute policy relating to study or work areas should continue to be enforced for the overall good of the individual residential athlete.

The Institute accepts responsibility for enhancing opportunities for personal skill development in areas such as media and public relations. Liaising closely with schools, colleges, universities and employers to ensure that satisfactory progress and personal development is occurring is another responsibility.
EVALUATION AND ASSESSMENT

Although the cornerstone of any evaluation of the success of the Institute and of its specific programs will, of necessity, be related to the degree of excellence achieved by Australian athletes, particularly in the international arena, this criterion alone is not sufficient.

The Institute is a complex organisation with many component parts all of which are aimed at producing successful individuals both on and off the sporting field. Each of those 'components' (e.g., developmental programs, National Sports Program, the variety of support services, residential programs, visiting programs, exchange programs) needs careful assessment and evaluation to ensure that they contribute effectively to the overall objectives.

In the past judgements of the success of the Institute by the general public, governments, sporting organisations and often by Institute staff themselves, have been based almost solely on the perceived international success of particular Institute athletes.

Without diminishing the importance of this 'bottom line' the Institute is aware that other important measures of its success have either not been understood or given due emphasis.

In line with the development of the strategic plan and the reassessment of Institute programs and priorities, an extensive series of evaluative protocols is being developed. The aim of this exercise will be to enable the Institute to evaluate the extent to which the aims and objectives of every program element are being achieved.

Given the complexity of the Institute this is an extensive exercise and will likely produce results which are not uniform. However, it is a crucial exercise because it will enable the Institute to identify strengths and weaknesses in programs and to effectively allocate resources.
PROGRAM OBJECTIVES

The objectives of the Institute as outlined in section 5 of the Australian Institute of Sport Act 1986, are:

57.1 to provide resources, services and facilities to enable Australians to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development;

57.2 to improve the sporting abilities of Australians generally through the improvement of the standard of sports coaches; and

57.3 to foster co-operation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport.

The Institute needs to plan its future strategies in accordance with the above objectives, taking into account the functions outlined in section 6 of the Act which refers, inter alia, to programs for umpires, referees and officials essential to the conduct of the sport. The strategic goals outlined in this section take these matters into account.

STRATEGIC GOALS

ATHLETES

The Institute has the responsibility to "devise and implement programs for the recognition and development of persons who excel, or who have the potential to excel, in sport" (refer to section 6 of the Australian Institute of Sport Act 1986).

To meet this goal the Institute will give a high priority to maintaining flexible and co-operative relationships with national sporting organisations, so that programs which best suit the specific needs of athletes in each sport may be developed. The Institute will:

60.1 conduct programs on a residential and non-residential basis for Olympic and "Acrobats" John Robinson Sculpture

other high profile international sports, including assistance with the preparation of national squads prior to international competition;

60.2 further the educational and vocational skills of athletes involved in long-term residential programs;

60.3 provide opportunities, in co-operation with national sporting organisations, for high level domestic and international competition;

60.4 co-operate with national sporting organisations in the identification and development of talent;

60.5 co-operate with other agencies which are also involved with high performance athletes, such as State institutes of sport, to maximise resources available and ensure that the best talent is identified and developed; and

60.6 endeavour to expand assistance to sports under the total program on an annual basis, until all Olympic and other high profile international sports have appropriate access to Institute programs and services.

COACHES/TECHNICAL OFFICIALS

61 The Institute has the responsibility to:

"devise and implement programs for the recognition and development of persons who have achieved, or who have the potential to achieve, standards of excellence as sports coaches, umpires, referees or officials essential to the conduct of sport."

(refer to section 6 of the Australian Institute of Sport Act 1986)

62 To achieve this the Institute will work closely with the Australian Coaching Council to:

62.1 provide opportunities for high performance coaches to have access to the resources of the Institute;

62.2 assist with the conduct of workshops and seminars for high performance coaches and technical officials;
STRATEGIC PLAN 1988 & BEYOND

62.3 co-operate with national sporting organisations in the development and implementation of a coaching development program and provide opportunities for talented younger coaches to work with Australian Institute of Sport coaches under a coaching scholarship arrangement; and

62.4 subject to the availability of resources, develop other opportunities for high level coach education, eg. a Coaches Academy.

SPORTS SCIENCE AND SPORTS MEDICINE

63. High standard sports science and sports medicine services are integral to the achievement of excellence in sport. The Institute's function in this area is:

"to provide sports medicine services and sports science services to persons participating in Institute programs and to undertake research related to sports medicine and sports science." (refer to section 6 of the Australian Institute of Sport Act 1986).

64. To meet this the Institute will:

64.1 ensure that the resources available in sports science and sports medicine are used to the maximum benefit of high performance athletes, coaches and national squads;

64.2 encourage national sporting organisations to have proper sports science and sports medical backup for national teams;

64.3 undertake applied research related to the enhancement of performance where such research is related to the work of the Institute and with sports that are strongly involved with the Institute;

64.4 act as a catalyst in developing appropriate tests and protocols in the sports science and sports medicine areas;

64.5 provide opportunities for professional persons to gain field work experience in the Institute environment involving undergraduate through to practitioner level;

64.6 seek to develop sports science and sports medicine fellowship and scholarship schemes leading to a network of science/medicine personnel around Australia;

64.7 assist with the professional development of sports science and sports medicine throughout Australia in co-operation with other bodies and liaison with relevant bodies and individuals overseas;

64.8 disseminate sports science and sports medicine information as widely as possible to those bodies with relevant interests; and

64.9 continue to implement a firm program on testing for drugs and prohibited substances in close co-operation with the National Drugs in Sport Committee and the Australian Olympic Federation.

INFORMATION SERVICES

65. The Australian Institute of Sport Information Centre provides a comprehensive service to high performance athletes and coaches. The demand for this service continues to grow and the function of the Institute is:

"to collect and disseminate information, and provide advice, in matters related to the activities of the Institute." (refer to section 6 of the Australian Institute of Sport Act 1986).

66. To meet this the Information Centre will:

66.1 on amalgamation with relevant Australian Sports Commission programs, act as a catalyst to develop a national approach to the provision of sports information services and improve communication between the providers of sports information to optimise resources and minimise duplication;

66.2 provide bibliographic services and sports information to Australians seeking to pursue and achieve excellence in sport, particularly athletes, coaches and technical officials, and co-ordinate and improve non-bibliographic Information services;

66.3 bring Institute units located outside Canberra on line to the automated library system;

66.4 optimise the use of Institute computer facilities to provide better services;

66.5 produce audio visual material for use by coaches, athletes and technical officials; and

66.6 provide appropriate translation services.
STRATEGIC PLAN 1988 & BEYOND

MARKETING AND PUBLIC RELATIONS

The Institute will continue to raise funds in addition to the allocation from Government and contributions from national sporting federations and to actively promote its programs and achievements. It will do this in co-operation with the Australian Sports Aid Foundation. Through its marketing and public relations programs, the Institute's particular function is:

"to raise money for the purpose of the Institute by appropriate means, having regard to the proper performance of the other functions of the Institute." (refer to section 6 of the Australian Institute of Sport Act 1986)

To meet this the Institute will:

68.1 seek to maximise 'off budget' revenue, including professional marketing programs involving public and commercial usage of Institute facilities, retail and licencing opportunities and joint venture programs;

68.2 co-operate with national sporting organisations, the Australian Sports Aid Foundation, and the Australian Olympic Federation to ensure that complementary marketing programs are developed;

68.3 develop and implement a comprehensive public relations plan to promote the objectives and achievements of the Institute;

68.4 encourage individuals throughout Australia to make gifts and bequests to the Institute;

68.5 explore means of increased involvement in the product development area; and

68.6 promote the use of all Institute facilities to maximise revenue, consistent with the primary objectives of the Institute.

FACILITIES

The Institute has an extensive range of facilities to manage and maintain but there are still some facilities required to complete the overall site in Canberra. As such the function of the Institute is:

"to establish, manage, develop and maintain facilities for the purposes of the Institute." (refer to section 6 of the Australian Institute of Sport Act 1986)

To meet this the Institute will:

70.1 ensure that its facilities are of the highest possible standard and meet the training requirements of Olympic and other high profile international sports;

70.2 seek to develop additional facilities in Canberra in accordance with the needs of the sports;

70.3 develop strategies to assess the revenue potential of each facility consistent with the aims of minimising the operational costs and optimising revenue by setting charges which are generally consistent with those for comparable facilities;

70.4 encourage community use of facilities for sporting and general purposes consistent with the overall objectives of the Institute and its primary day-to-day operations;

70.5 ensure that the maintenance and safety aspects of the facilities are of an appropriate standard; and

70.6 co-operate with the States with regard to use or joint use of facilities at centres outside Canberra.

INTERNATIONAL EXCHANGES

The Institute has already attracted a large amount of interest around the world and established an international reputation. Many athletes, coaches, sport science and sports medicine personnel from overseas already visit the Institute. The particular function of the Institute is:

"for the purposes of fostering co-operation in sport between Australia and other countries, to provide access to persons from other countries to the resources, services and facilities of the Institute." (refer to section 6 of the Australian Institute of Sport Act 1986).

To meet this the Institute will:

72.1 promote exchanges of personnel in the areas of coaching, science, medicine, Information resources and administration where mutual benefits accrue;

72.2 seek to develop reciprocal agreements in relation to providing access to persons from other countries to the resources, services and facilities of the Institute; and

72.3 co-operate with the Australian Olympic Federation in the further development of the Oceania Olympic Academy.
FINANCIAL SUMMARY

The review of staffing and funding of the Institute conducted with the Department of Finance in 1986 established the basis by which the Institute is to obtain Government appropriation and the overall likely level of funding for the three year period 1986/87 - 1988/89. The levels assume no change in the functions of the Institute and as yet do not reflect change as a result of the Government's intention to rationalise sports policy, administration and funding. These budget levels should serve as a basis for the determination of the Institute's budget and source of funding taking into account the allowable adjustments for cost increases for the years beyond 1988/89 and the effects of any rationalisation of funding between the Institute, Australian Sports Commission and the Department. Attachments D (i), (ii) and (iii) show the sources of anticipated revenue over the period 1987/88 to 1989/90, while Attachment D (iv) shows the anticipated percentage dissection of revenue from other sources. Attachments D (v) and (vi) provide details of appropriation targets and revenue targets respectively for the period 1987/88 - 1989/90.

EXPENDITURE TRENDS

74 The largest part of the 1987/88 budget will directly benefit sports within the program. The Institute will strive to ensure that the majority of its expenditure is towards the development of excellence in sport, administrative overheads will be kept to a minimum. Other program expenditure which reflects the Institute's overall charter also impacts on the sports programs. Attachment D (vii) provides details of the breakdown of expenditure by program for 1987/88. This dissection of expenditure is not likely to change significantly over the period to 1989/90.

FINANCIAL MANAGEMENT ASPECTS

75 Recommendations coming from the Joint Review of Staffing and Funding, the Institute's enabling legislation and other recent Government decisions all clearly establish the framework and guidelines for the Institute to manage its financial affairs. The important aspects include:

75.1 Legislation. The Institute's enabling legislation sets clear guidelines on the way the Institute will be appropriated monies, the application of those monies and the banking and investment of monies.

75.2 Payment from Consolidated Revenue. The Institute receives payments from consolidated revenue on a fortnightly basis.

75.3 Structure of Accounts. The Institute is required to report to Parliament on a program basis from 1 July 1987. Amendments to the 1987/88 chart of accounts have been made at the same time as introducing a new financial accounting package which will enable reporting on both the traditional line item basis as well as on the subject program and component basis. The 1987/88 budget and its format, reflects the following broad program structure:

75.3.1 sports,
75.3.2 sports science/medicine,
75.3.3 facilities, and
75.3.4 corporate services.

Importantly this change in direction will enable close monitoring by the Institute of expenditure by program and by sport. Eventually all expenditure, including facilities charges, will be reflected against individual program budgets.

75.4 Consolidation of Appropriations. 1987/88 will see the culmination of the transfer of all monies spent by other portfolio agencies on the Institute. All expenditure by or on the Institute will be reflected in the appropriations for the Institute. The transfer of repairs and maintenance activities from the Department of Housing and Construction and all capital programs from the National Capital Development Commission will finalise the consolidation of appropriations. This aspect will provide for greater management control by the Institute over all aspects of its affairs.
75.5 Revenue Targets. Perhaps the most far reaching change to the Institute’s financial operations has been the setting of revenue targets over the three year period 1986/87-1988/89. Revenue targets have been set at $1.5m in 1986/87, $1.5m in 1987/88, $2.1m in 1988/89. It was agreed with the Department of Finance that all revenue in excess of these targets would be retained by the Institute but any shortfalls covered by the Institute. The 1986/87 level was exceeded which should provide a sound basis for achieving the 1987/88 target. The 1988/89 target, arrived at on arbitrary grounds, represents a significant increase, particularly given the many pressures being exerted on potential revenue sources. The Institute’s main budget revenue sources can be categorised into three main areas:

75.5:1 facilities usage,
75.5:2 sponsorship and marketing, and
75.5:3 other.

75.6 Facilities Usage. Mindful of the need to maximise revenue opportunities from facilities operations, the Board has endorsed the principle that there be reasonable community access to facilities by groups and individuals, taking into account the objectives of the Institute and its day-to-day operational requirements. While the Institute will continue to explore every possible means for increasing revenue through its facilities operations, a proper balance must be maintained between programs for elite athletes and coaches, and community usage. The more the Institute’s Canberra based programs expand in regard to its athletic programs the less time is available for public usage. The demand for institute facilities will of course be affected by the availability and expansion of competing Canberra facilities, particularly the new convention centre/theatre complex currently under construction. The Institute will have to maintain a vigorous approach to the marketing of its facilities if it is to maintain current revenue levels.

75.7 The Institute will pay particular attention to maximising revenue over the coming years through the halls of residence. A specific objective will be the maintenance of a high occupancy level in periods where Institute use is low. Such usage will of course be consistent with the objectives of the Institute and will provide opportunities for a greater number of elite athletes/coaches/technical officials to have access.

75.8 Sponsorship and Marketing. The section covering sponsorship and marketing has identified a number of areas which the Institute will focus on in the coming years as a means to increase revenue. However, a greater emphasis will be placed on this important revenue source to maintain and increase the Institute’s budget levels. Particular emphasis will be given to joint sponsorship of sports programs with relevant national sporting organisations.
AUTOMATIC DATA PROCESSING

The use of up-to-date information technology is essential for the Institute to meet its current and future challenges, particularly in the area of sports science. It is the Institute's policy that the application of automatic data processing technologies be carefully controlled and administered to ensure that maximum benefit is achieved from the resources committed.

In November 1984 the Institute produced its first Automatic Data Processing Development Plan following a review of its automatic data processing requirements. The Institute's strategy was to acquire central processing facilities which could offer the necessary complexity of software, centralised data storage and the focus of a communications network which would connect all Australian Institute of Sport centres throughout Australia. Complementing this was to be a network of microcomputers and special purpose computers such as word processing stations and data acquisition satellites. Compatibility across all this equipment is a major aim. The balance between centralised and distributed processing is widely recognised as the most cost effective approach to a generalised computing environment such as that at the Institute.

A co-ordinated approach to automatic data processing planning has resulted in a consolidation of all expenditure into a single manageable budget and the implementation and evaluation of specific strategic initiatives.

The continued use and expansion of automatic data processing resources and the use of information technology albeit at a slower pace, are essential to the long term needs of the Institute.

CURRENT OBJECTIVES

80.1 maximise the effectiveness of communication between the various entities inside and outside the Institute, e.g., sports scientist — coach, Information centre — satellite coach, finance — decentralised administration; and

80.2 maximise the effectiveness of Institute staff in the performance of their day-to-day tasks.

To achieve this the Institute will:

81.1 evaluate, implement and apply the best available technology in the areas of information management and communications;

81.2 establish and maintain a development plan covering broad policy and specific plans;

81.3 determine and provide the resources required to implement a planned development at a rate which complements the development of the rest of the Institute's strategic plan; and

81.4 establish the mechanisms to assign priority to the various tasks in accordance with the Institute's aims.

82. Over the next three years the Institute will work towards establishing:

82.1 a wide area network to link the Australian Institute of Sport units throughout Australia;

82.2 procedures for the exchange of information with other relevant bodies;

82.3 a fully automated financial system which is integrated into related activities such as sports administration, facilities, residences and general services;

82.4 an automated system covering all Information Centre activities, including distributed access to catalogues, journal updates and current awareness lists;

82.5 a flexible range of data collection, processing and storage systems for the sports sciences;

82.6 a range of standard administrative systems including personnel, registry and stock control;

82.7 an Institute-wide system for the booking of resources such as facilities, sports science/medicine appointments, vehicles and audio-visual equipment;

82.8 a system for maintaining on-line medical records for use during consultation as well as providing statistics on injuries and treatments.

COST EFFECTIVENESS

83. The main reason for automating systems is to meet requirements at a lower cost. Therefore the main indicator of performance of the information systems group is that the Institute's requirements have been met at a cost which is lower than could have been achieved using manual techniques. As time progresses, very few of the administrative and scientific procedures in any institution will not be automated, so performance will increasingly have to be measured by comparing the cost of our solutions to those of other similar institutions.

Institute campus at Bruce
ATTACHMENT A: REVIEW SUBCOMMITTEES

1 \textit{Sports Subcommittee}

This subcommittee consisted of Board members, senior management, external consultants in sport and representatives of the Australian Sports Commission, and the Department of Sport, Recreation and Tourism. The subcommittee was requested to review all aspects of the existing sports programs and make recommendations on future directions and developments. The subcommittee was asked to give consideration, inter alia, to:

- appropriate roles for the Australian Institute of Sport in the training of the high performance athletes,
- relationships with State and regional institutes,
- balance between the residential and visiting programs,
- relationships with, and roles of, national sporting organisations,
- the future basis and development of decentralised units, and
- requirements for competition, extent of exchanges, coach education programs and the possible development of a Coaching Academy.

2 \textit{Sports Science and Sports Medicine Subcommittee}

This subcommittee consisted of Board members, senior management staff, external sports science and sports medical consultants, and a representative of the Department of Sport, Recreation and Tourism. The subcommittee was requested to review all aspects of science/medicine operations with a view to making recommendations on future developments. In undertaking its review the subcommittee was requested to take into account, inter alia:

- the servicing of high performance athletes, coaches and national teams,
- the role (if any) in areas of teaching and training, and appropriate relationships with other organisations,
- overall priorities, given increasing demands and limitations on staff resources,
- the issue of privatisation of some, or all, aspects of sports medicine services, and
- conditions pertaining to sports science and sports medicine staff travelling with the Australian Institute of Sport, and national, teams.

3 \textit{Management Subcommittee}

This subcommittee consisted of Board members, senior management, external consultations from the sports administration and marketing areas, and a representative of the Department of Sport, Recreation and Tourism. The subcommittee was asked to review all administration activities with a view to making recommendations on future directions and developments. Particular consideration was asked to be given, inter alia, to:

- the future role of the Information Centre,
- the future role and direction of the marketing program,
- the overall management, and future development of, facilities, and
- opportunities for efficiencies in administrative operations.
ATTACHMENT B: FACILITIES

Existing Facilities

The site of the Institute at Bruce, Canberra has been developed to meet the most essential facility requirements in catering for the sports programs. A developmental plan for a sports centre at Bruce was instigated by the National Capital Development Commission in 1976. With the establishment of the Australian Institute of Sport in 1981 the National Capital Development Commission and the Institute have worked together to revise the developmental plan appropriate to the Institute's objectives. Facilities completed to date include:

- National Athletics Stadium (1977) and warm-up track (1985)
- Outdoor Tennis Courts (1983)
- Outdoor Tennis and Netball Courts (1981)
- Indoor Swimming Hall (1983)
- Residential Complex (1985)
- Administration Building (1985)

Attachment C is a site plan of the existing Institute facilities.

Future Facility Developments

Over the next three year period the Institute will seek to develop additional facilities in Canberra in accordance with the needs of all sports and the developmental plan and to upgrade some existing facilities to improve their revenue earning potential. Provision of the facilities development plan will ensure that the Institute is completed as an international sports training venue of truly international standard.

New facilities, on which the Institute places a high priority, are:

- completion of facilities for training high performance rowers;
- a services centre comprising workshops, garage and storage facilities for maintenance and trades personnel and horticultural staff and for general storage;
- construction of another pool to upgrade the swimming complex to international standard, and at the same time to allow for concurrent training sessions for swimming and water polo and to increase revenue earning potential;
- playing fields and public facilities to provide essential practice facilities for the many sports participating in the National Sports Program and hirers of the facility;
- upgrade the outdoor facility and warm-up areas with the aim to increase its revenue earning capacity;
- upgrade the indoor arena to promote safety and crowd control and to provide services to a growing number of users, tourists and visitors;
- expand residential facilities, particularly for short stay athletes, in response to expanded programs; and
- construct a specialist training facility for sports such as martial arts, judo, fencing, boxing and wrestling.

The completion of these facilities will ensure that the training and competition requirements of current and potential users is met; provide increased access for elite sportmen and women to the Institute program; and increase the opportunity for community use of the complex.
KEY TO FACILITIES

1 Residential block
2 Administration building
3 Indoor basketball/netball courts
4 Weightlifting theatrette and training rooms
5 Indoor soccer hall
6 Poligrass soccer pitch
7 Poligrass soccer pitch
8 Swimming hall
9 Indoor tennis hall
10 Sports science/medicine complex
11 Outdoor tennis courts
12 Throwing area
13 Outdoor netball courts
14 Gymnastic training hall
15 Indoor sports centre
16 Outdoor stadium
17 Athletics warm-up track
Sources of Revenue 1987–88

Other Revenue
12.3%

Govt Appropriation
87.7%
Sources of Revenue 1988-89

- Other Revenue: 14.5%
- Govt. Appropriation: 85.5%
Sources of Revenue 1989–90

Other Revenue
16.3%

Govt Appropriation
83.7%

Note: 'Other Revenue' assumes increase in line with previous years.
Sources of Off-Budget Revenue

- Sundry: 26%
- Residence: 21%
- Sponsors-Endomsnt: 23.7%
- Interest: 5.2%
- Facility Use: 38.0%

The above does not include contributions from the Aust Cricket Board, Aust Cycling Fed & SA Govt for de-centralised unit in Adelaide.
Appropriation Targets 1987-88 to 1989-90

Note: No original target provided for 1989-90.

Revenue Targets 1987-88 to 1989-90

Note: 1989-90 target is assumed only and is based on increases over previous years. No original target provided for 1989-90.
Budget Dissection by Program 1987-88

- Other: 5.3%
- Computer Centre: 31%
- Residence: 2.3%
- Sports Admin: 4.3%
- Corp Services: 9.3%
- Facilities: 23.0%

Note: "Other" includes Information Centre, Marketing & Public Relations and Board & Secretariat.